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# Office Memorandum • UNITED STATES GOVERNMENT

TO : K.P.M.  
FROM : W.J.M. *[Signature]*

DATE: 25 January 1949

SUBJECT: Random Notes on TPS Reorganization with reference to the Office  
of Deputy for Special Projects

1. An administrative officer is needed on the staff of the DSP for at least half time. At present [REDACTED] spends about 75% of her time on problems which would otherwise be done by [REDACTED]. She is the one to whom people turn if anything needs doing or if anything goes wrong and she has become an encyclopedic source of current information on all sorts of training problems. She is very definitely serving as an administrative officer and coordinates the problems of Buildings 13, 14, and [REDACTED] shop. She also does all the chores which she would otherwise handle as an administrative assistant such as the typing of memoranda, requisitions, etc. for different members of the Training Staff, including [REDACTED] shop. If an administrative officer is not to be placed under the DSP I strongly suggest that the slot of the administrative assistant be raised to a CAF-7.

2. As noted in my memo to CPD, dated 12 January 1949, a clerk-stenographer is urgently needed in my office and I suggest that a slot be set aside for this position in the reorganization plan.

3. I suggest that the clerk-stenographer assigned to the Chief Instructor of Administrative Training be so placed on the organizational chart that she will also service the TRS, [REDACTED] officer.

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4. I suggest that the Training Materials and Publications Section include two research specialists, one CAF-9 and one CAF-11, as well as a clerk-stenographer. A clerk-stenographer is needed full time in this assignment. At present [REDACTED] does his own typing. Even if [REDACTED] had charge of the library and all its dissemination problems (which I consider inadvisable since it would cut heavily into his research time) he could not use the junior librarians as clerk-stenographers. They are kept busy ordering, cataloging, receiving and dispensing books and are constantly dealing with customers on book problems and looking up materials, documents, and books for them. Furthermore, the junior librarian in Bldg. 14 would be practically inaccessible for stenographic duties.

5. I believe that a Training Materials and Publications Section with two research specialists would justify a Chief of Section with a CAF-12. After all, such a position requires considerable judgment, high editorial ability and creative thinking. I further believe that such a section should have a minimum of routine and service chores, otherwise it is not actually what it is called.

6. I suggest that [REDACTED] be given an assistant who would be called Instructor, Tests and Measurements. This instructor would assist [REDACTED] by (a) writing evaluations, and (b) coordinating evaluation reports and

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(c) constructing objective type knowledge tests for all courses and revising grading systems as necessary. He would also handle the technical, professional details of problem and situation testing used in Training. We now have many such problems and situations but we are not most effectively exploiting them for either training or screening purposes. New ones need to be developed for the BIC if the BIC is to better screen candidates for the organization as well as the AIC. Our essay-type exams need critical analysis and they should be reconverted, where possible, into more objective type tests. Also, an outstanding need in the organization, which we have always discussed, is a ~~competitive~~ examination in the Administrative Course which would guarantee that graduates of that course know the multitude of facts and regulations, and procedures and directives which apply to them especially in the field. Another need is a revision [REDACTED]. These topics properly fall within the province of the Chief, Records, Tests and Evaluations Section and, specifically, in the arms of the Instructor, Tests and Measurements. This instructor should have an M.A. degree in educational psychology with a major in the construction of tests and measurements. /

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7. I suggest that we point out to COPS that even though the library should be under [REDACTED] that functionally (because [REDACTED] strong book interest and his pride in having developed the library) ~~that~~ it be retained under his jurisdiction. If necessary we could arrange the chart to meet the demands of administrative systematization.

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8. [REDACTED] devotes too much time to his own typing of evaluation reports. This is wasteful. Further, he has many area and other tests which will continue to be delayed in publication because he hasn't typing assistance. I believe a clerk-stenographer is imperative for the section which [REDACTED] will head if this section is to function efficiently. Otherwise, personnel in that section will be delayed as they always have been, in getting out their materials. The clerk-stenographer could be used as a file clerk and occasionally as a courier if the organization does not wish to approve a position of file clerk-courier.

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9. A file clerk-courier is needed at <sup>no</sup> more than a CAF-4. George [REDACTED] is our courier now, in addition to his other duties. He runs back and forth between L and 13, between 13 and FSI, and between 13 and the South Bldg. A Training Staff must be able to service operations when the demand arises. We simply cannot ~~shirk~~ our shoulders and say that the necessary papers will be sent through the regular courier channels else we will be doing today's work next week and operations will suffer in their delays in getting a man into the field. A file clerk-courier will make it possible for us to (a) integrate the diverse functions of our Training Staff and (b) service operations with the necessary papers and documents as the need arises.

10. I have suggested the term Records Officer to cover the slot in the Records, Tests and Evaluations Section. I prefer this term to

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that of Administrative Assistant because he will actually be (a) recording all test results, maintain training folders, scoring objective tests and analyzing data in simple, statistical terms. [REDACTED] does this now to a partial extent but he also serves as a clerk, receptionist and part-time librarian. The Records Officer would not only work under the supervision of the Instructor, Tests and Measurements, and the Chief, Testing, Records, and Evaluations but he would also work closely with the Chief, Training Materials and Publications Section.

11. I have made no provision for an OPC officer on the Staff. In spite of the fact that I anticipate that these responsibilities will increase, Without any assurance of any form of help from OPC simply ~~xxxxx~~ because they themselves are pressed for help. I enjoy this work but it should be noted that at present from two to four hours of each day are devoted to OPC interests.

12. The attached outline incorporates my ideas in reference to the office of the Deputy for Special Projects.

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